Recruiter Selection Research in the U.S. Navy

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Achieving Human Resource Solutions Through Innovative Research

Project Objectives

- **Identify, validate, and implement a Recruiter Selection System**

  Recruiter Performance Criteria

  Recruiter Assessment Battery (RAB)

  Predictive and Concurrent Validation Studies

Recruiter Performance Criteria

- **Standardized Production Per Recruiter (PPR) metric**

  Regional average was used as correction

  Behaviorally Anchored Rating Scales (BARS)

- **BARS created and field tested (6.3 effort/FY00)**

BARS Example

D. Salesmanship Skills

Skillfully persuading prospects to join the Navy; using Navy benefits and opportunities effectively to sell the Navy; adapting selling techniques appropriately to different prospects, effectively overcoming objections to joining the Navy.

Needs Considerable Improvement	Needs Some Improvement	Effective	Very Effective
Fails to describe Navy features/benefits important to individual prospects, and is frequently unable to counter objections to joining the Navy; often misses opportunities to close even when it's clearly appropriate to do so.	Describes Navy features and benefits in a way that is sometimes not suited to an individual prospects' interests or needs and may not recognize prospects' criticisms or objections to the Navy; at times, misses opportunities to close.	Describes Navy features/benefits so that most prospects become more interested in the Navy and is prepared to counter frequently heard objections about the Navy; knows when and how to close in most situations.	Describes Navy life and benefits in a highly appropriate and convincing way for each prospect, and is very adept at answering questions about the Navy or countering any objections; never misses opportunities to close.
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Recruiter Assessment Battery

- **RAB Components**

  Personality Items(PD/NEO) Inventories

  Vocational Interests Inventory (VOICE)

  Emotional Intelligence Inventory (EQ-I)

- **Battery Status**

  Assembled recruiter selection battery consisting of PDI, VOICE, NEO-PI and EQ-I (Jun01)

  Administered prototype to 600 ENRO students(Nov01)

Recruiter Assessment Battery (continued)

Obtained performance ratings for 150 ENRO recruiters (July02)

Revise this battery into a short form based on predictive validation study (Sep02)

Criterion-Related Predictive Validation Study

- **Reasons for conducting study**

  - **Validate RAB against job performance**

  - **Identify and delete non predictive items/instruments**

  - **Develop Navy-specific Recruiter scoring keys**

  - **Revise prototype battery and administration procedures**

- **Summary of Analyses**

  - **Acceptable criteria reliability**

  - **PDI demonstrated good construct validity with NEO**

Criterion-Related Predictive Validation Study (continued)

- **Based on Validation Analyses RAB was <u>revised</u>**

  Eliminated NEO, VOICE and EQ-I

- **Prototype RAB provides construct validity of performance**

- **Limitations of predictive study**

  Validation on prototype instrument

  Homogeneity of ENRO sample: recruiting experience, ENRO instructors, and unique time period

  Lack of validity information and administration details on revised battery

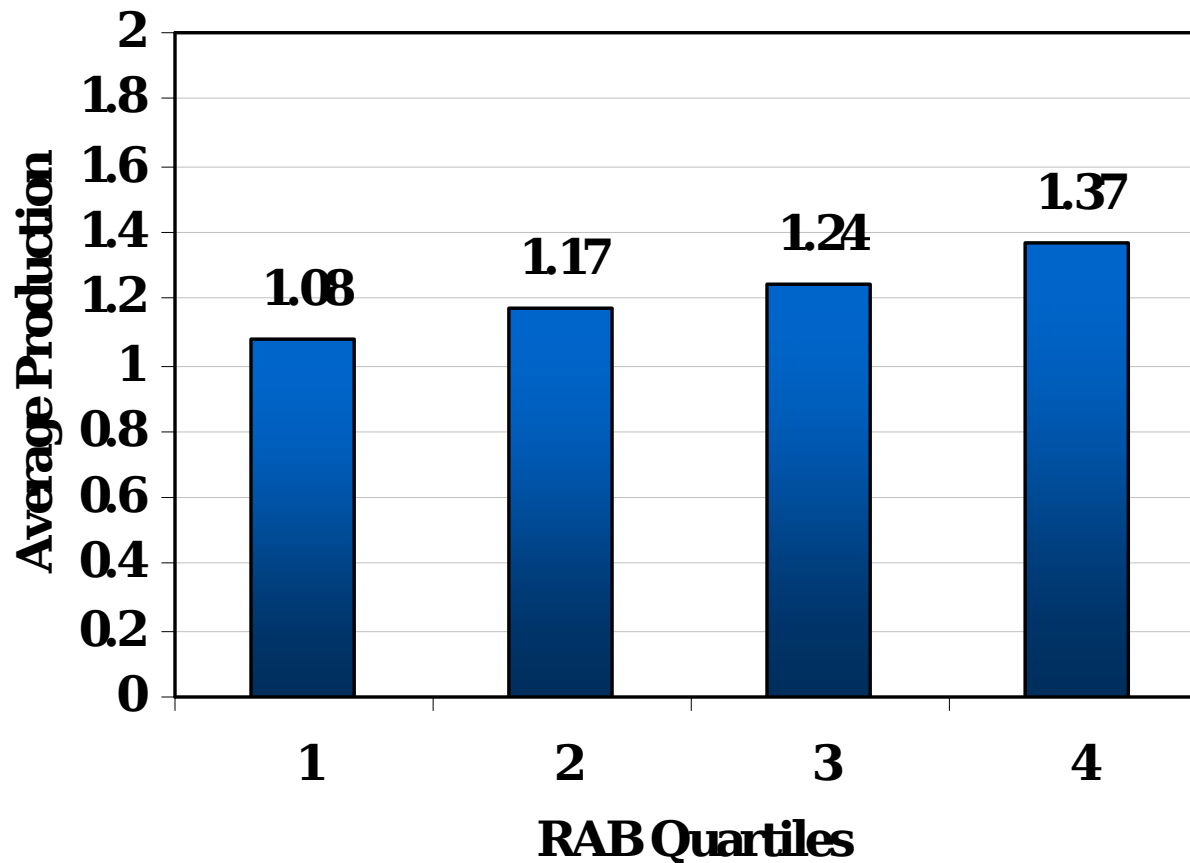# Criterion-Related Concurrent Validation Study

- **Administered revised battery to production Recruiters at Banquet Award meetings (Feb03)**

- **Completed Recruiter performance ratings for production Recruiters (supervisory and peer ratings)(Feb03)**

- **Conducted evaluation of the revised battery within a concurrent validation design (Mar03)**

    Overall validity of RAB with PPR is .27

- **Finalized RAB, set scoring and administration procedures (Sep03)**

Utility of the RAB

Transitional FY04 Plans

- **Complete RAB Delivery enhancements**
  - **Transition RAB to a Web-based delivery system(MAR04)**
  - **Assist CNRC in RAB validation study (APR04)**
- **Begin RAB administration at NORU**
  - **Administer RAB to 800 ENRO students (JUL04)**
  - **Conduct analyses on whether RAB can be faked (AUG04)**
  - **Construct RAB test norms (AUG04)**
- **Report on project wrap-up and recommendations (SEP04)**

Payoffs

- **Fewer Recruiters required to achieve goal**

- **Increased Recruiter Productivity per/month (PPR)**

- **Avoid recruiting failures by keeping productive recruiters in ratings**